Leveraging NAVFAC's Community Management Framework to Support Workforce Development

July 2019

Overall Classification: UNCLAS//FOUO

Community Management Framework (CMF) Purpose and Overview

To provide our workforce with the resources needed to plan a successful career, while supporting NAVFAC's mission to provide critical services to Fleet, Marine Corps, and Combatant Commanders.

Overview: The CMF Consists of Four Sections

Sections 1 – 3 provide guidance, information, and direction that applies to all NAVFAC civilian employees.

Section 4 contains specific technical plans for each NAVFAC Community.

Audience: All NAVFAC Employees

Audience: All employees within specific BL/SL

Section One	Section Two	Section Three	Section Four
Overarching Guidance	Foundational, Supervisory, and Management Development	Occupational Series and Career Field Competencies	Community Specific Technical Plans

Audience: All NAVFAC Employees

Audience: All employees within specific BL/SL

| Section One | Section Two | Section Three | Section Four |
| Overarching Guidance | Foundational, Supervisory, and Management Development | Occupational Series and Career Field Competencies | Community Specific Technical Plans |

CMF Section One
(Overarching Guidance)

Introduces and provides guidance for using the competency-based NAVFAC Workforce Development (WFD) Continuum

- Outlines developmental priorities

- Explains 70/20/10 development model

- Provides a "how-to guide" for using the CMF and Continuum as a career planning tool

- Outlines roles and responsibilities

DEPARTMENT OF THE NAVY
NAVAL FACILITIES ENGINEERING COMMAND
1322 PATTERSON AVENUE, SE SUITE 1000
WASHINGTON NAVY YARD DC 20374-5065

NAVFACINST 12410.3
BD
0 2 JUL 2019

NAVFAC INSTRUCTION 12410.3

From: Commander, Naval Facilities Engineering Command

Subj: NAVAL FACILITIES ENGINEERING COMMAND COMMUNITY MANAGEMENT FRAMEWORK

Encl: (1) NAVFAC Community Management Framework

1. Purpose.

    a. To establish, implement, and assign responsibilities for the management of Naval Facilities Engineering Command (NAVFAC) Community Management (CM) Framework. CM across the NAVFAC Systems Command (SYSCOM) includes workforce shaping, recruitment, development and training, mentoring, retention, and succession planning.

    b. Enclosure (1) outlines roles and responsibilities and serves as a guide to ensure sustained leadership focus and investment in education, training, and leadership and development opportunities that support career progression and overall growth in all stages of workforce development.
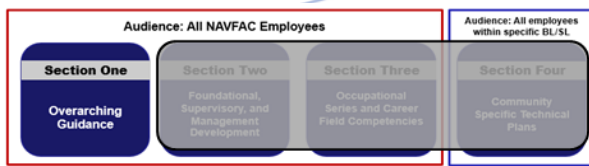
1. Obtain/retain certifications and credentials required for an employee's current position.

2. Develop an employee's core competencies aligning with their current community.

3. Develop/enhance an employee's skills to bolster effectiveness in their current position.

4. Support additional competencies that will enable an employee to advance their career or assist in a change in career fields, if desired.

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Section One
Overarching Guidance

Section Two
Foundational, Supervisory, and Management Development

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Section Four
Community Specific Technical Plans

CMF Section Two
(Foundational, Supervisor, & Management Development)

Defines and standardizes NAVFAC's **Foundational, Supervisory, & Management** development. Comprised of:

- NAVFAC Workforce Development Continuum
- Competency Definitions and Proficiency Scales
- NAVFAC Leadership Program Continuum
- NAVFAC Mandatory Training Schedule

Competency Group	Career Segments			
	Lead Self Entry GS1-GS10, WT, WG1-WG7	Lead Team / Projects / People Journeyman GS11-GS12, WG8-WG10, WD, WL	Lead Organizations / Programs Expert GS13-GS15, WG11-WG16, WS	Lead the Institution Executive SES, SL, ST
Senior Executive				Executive Core Qualifications + DoD/DON
Management			20. Technology & Data Management 19. Financial Management 18. Human Capital Management 17. Project & Program Management 16. Influencing & Negotiating 15. Strategic Thinking	Proficiency Awareness → Expert
Supervisory			14. Evidence-Based Decision-Making 13. Decisiveness 12. Conflict Management 11. Developing Others 10. Building Diverse Teams Awareness → Proficiency → Expert	
Foundational		9. Service Motivation 8. Continual Learning 7. Problem Solving 6. Communicating for Results 5. Interpersonal Skills 4. Integrity 3. Resilience 2. Initiative 1. Accountability Awareness → Proficiency → Expert		
Technical	As determined by Navy Occupational and Career Fields, ICW NAVFAC BL/SL SMEs			
Local	Geographic-based requirements determined by the local Command			

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CMF Section Three
(Occupational Series & Career Field Competencies)

- Provides links to Department of the Navy (DON) Functional Community Site

- Provides links to Defense Acquisition Workforce Improvement Act (DAWIA) Career Field Guides

- Describes NAVFAC specific competencies, recommended training and education, and achievement standards for specific career field that cross NAVFAC Communities

CMF Section Four
(Community Specific Technical Plans)
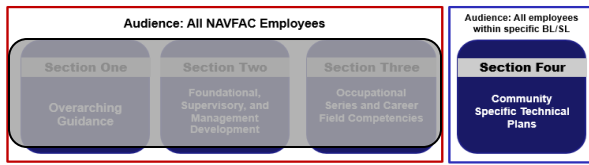
Defines **technical and local competencies** for each NAVFAC Community and outlines requirements for:

- Education

- Professional Certifications

- Desired Experiences

Community Management Plan

1. Community Description (from current CONOPS)

2. Community Vision - Serves as the Community Leader's message to their community and describes the desired future position of the Community. Includes future capabilities and emerging business requirements.

3. Community Structure - Senior Leadership Positions and Functional Areas.

4. Workforce Progression Detail - Workforce Progression table for each Occupational Series within each Functional Area.

# 70/20/10 Learning and Development Model

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Section Two — Foundational, Supervisory, and Management Development

Section Three — Occupational Series and Career Field Competencies

Section Four — Community Specific Technical Plans

70/20/10 Learning & Development Model

NAVFAC

EXPERIENTIAL – 70%
- On-the-Job Training
- Stretch Assignments
- Special Project
- Rotation
- Temporary Promotion
- Temporary Assignment
- Detail
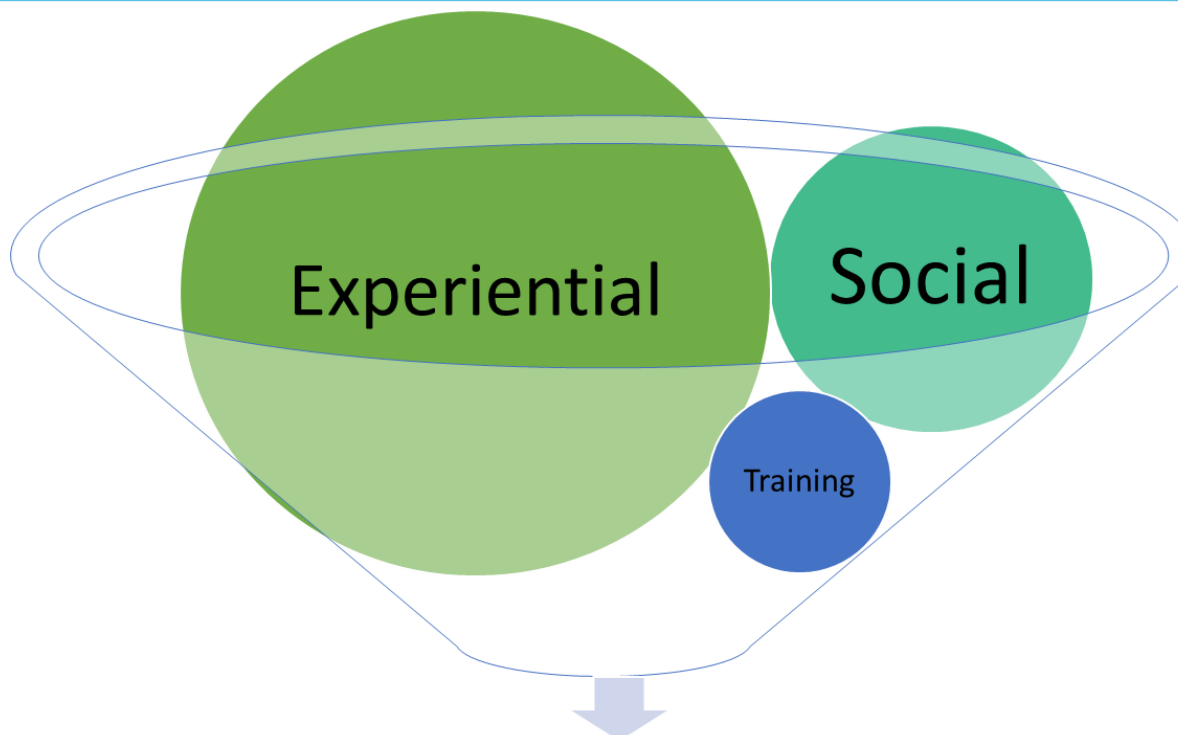
SOCIAL – 20%
- Coaching
- Mentoring
- Shadowing

TRAINING – 10%
- Formal Classes
- Webinars

Experiential

Social

Training

EMPLOYEE DEVELOPMENT

- Balanced development is how adults best learn and is the key to preparing our workforce for the future.

- All learning counts and should be captured.

WFD Continuum

Audience: All NAVFAC Employees
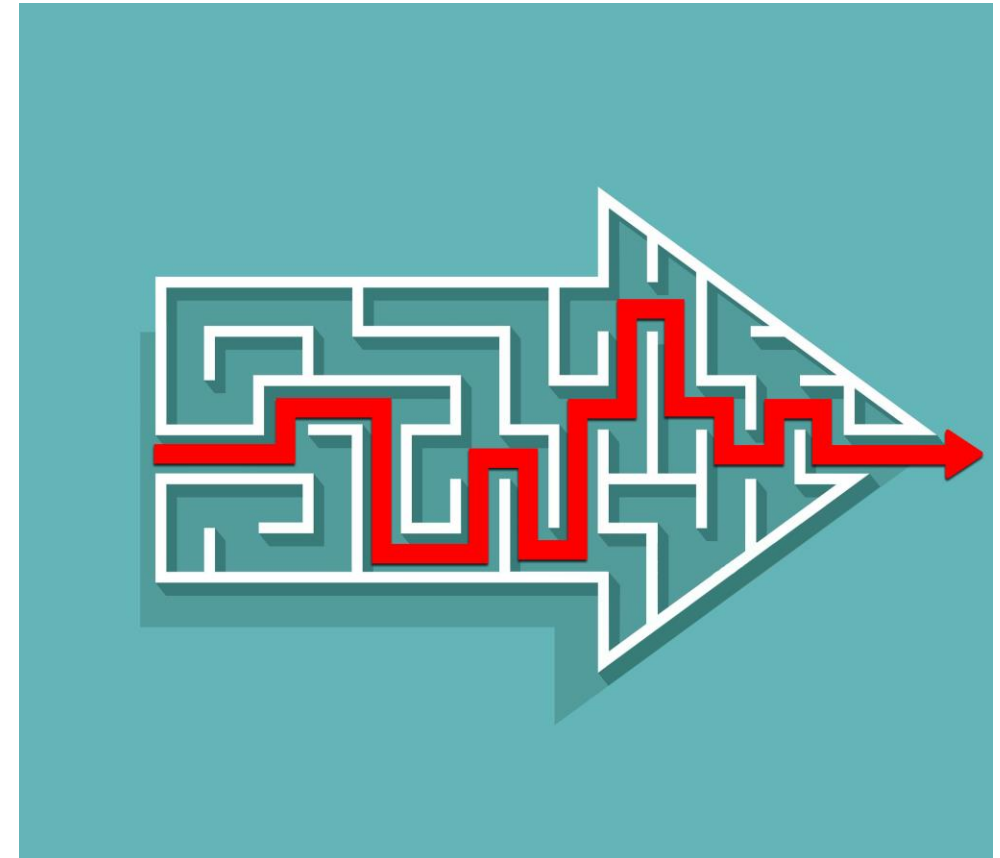
Audience: All employees within specific BL/SL

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NAVFAC WFD Continuum

Competency Group	Career Segments			
	Lead Self Entry GS1-GS10, WT, WG1-WG7	**Lead Team / Projects / People** Journeyman GS11-GS12, WG8-WG10, WD, WL	**Lead Organizations / Programs** Expert GS13-GS15, WG11-WG16, WS	**Lead the Institution** Executive SES, SL, ST
Senior Executive				Executive Core Qualifications + DoD/DON
Management			20. Technology & Data Management 19. Financial Management 18. Human Capital Management 17. Project & Program Management 16. Influencing & Negotiating 15. Strategic Thinking	Awareness → Proficiency → Expert
Supervisory		14. Evidence-Based Decision-Making 13. Decisiveness 12. Conflict Management 11. Developing Others 10. Building Diverse Teams	Awareness → Proficiency → Expert	
Foundational	9. Service Motivation 8. Continual Learning 7. Problem Solving 6. Communicating for Results 5. Interpersonal Skills 4. Integrity 3. Resilience 2. Initiative 1. Accountability	Awareness → Proficiency → Expert		
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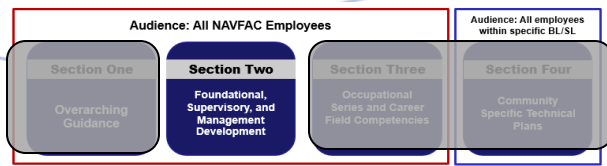
Section Four
Community Specific Technical Plans

For employees, the Continuum…

- Outlines the WFD opportunities necessary to be successful.

- Drives the creation of comprehensive career roadmaps.

- Provides the means to make career decisions and have meaningful career conversations.

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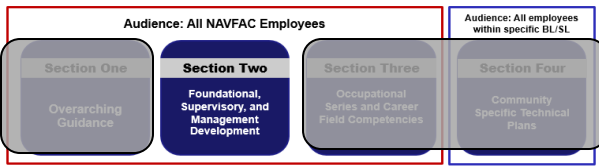
For NAVFAC, the Continuum…

- Outlines enterprise-wide standards for non-technical <u>Foundational</u>, <u>Supervisory</u>, and <u>Management</u> competencies.

- Promotes a balanced learning and development model that better matches how adults learn and better supports NAVFAC's mission.

- Supports programmatic resourcing by aggregating non-technical, technical, and local competencies to identify the total enterprise requirements for workforce development.

WFD Requirements Drive Competencies

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Building Blocks of the WFD System

NAVFAC Continuum

Career Segments

Competency Groups

Competencies

Proficiency Scale

WFD Catalog

NAVFAC WFD System

Audience: All NAVFAC Employees
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Proficiency Scales

Level 1	Level 2	Level 3	Level 4	Level 5
Awareness	Basic	Intermediate	Advanced	Expert

- Each competency has a unique proficiency scale that helps measure one's ability to demonstrate competency on the job

- The scale captures a wide range of ability levels and organizes them into five levels, from Level 1 (awareness) to Level 5 (expert)

- This scale serves as the guide to understanding the expected proficiency standards at each grade level and job series

Competencies and proficiency scales are **NOT** related to DPMAP or associated in any way with individual performance evaluation.
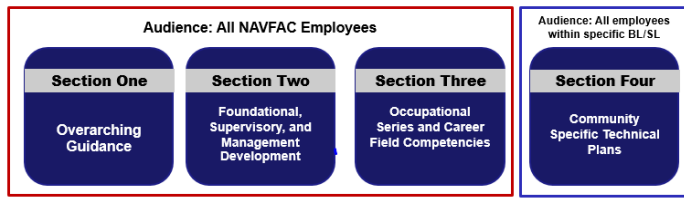
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Competency Proficiency Scale Example

Foundational Competency Example

Competency	Awareness	Basic	Intermediate	Advanced	Expert
Continual Learning	Identifies and discusses needs, career objectives, and interests with supervisor.	Demonstrates eagerness and drive to acquire necessary knowledge, skills, and judgment to accomplish a result and serve the organization's needs effectively.	Encourages employees to take responsibility for their learning and development. Recognizes when knowledge and skills acquired.	Provides environment where employees can further develop their skills. Recognizes employee potential. Supports a culture of learning.	Creates a culture of learning. Teaches, mentors and coaches others.

NAVFAC Development Catalog
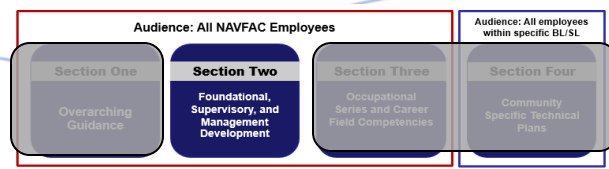
- Catalog of competency-based WFD examples broken down by experiential, social, and formal activities (currently over 1,500 examples to build from).

- Catalog is a reference/guide for individuals; it is not prescriptive.

- Version 1.0 can be provided to BD17 community as resource and guide to local AORs.

- In accordance with CMF, Version 1.0 to be posted on NAVFAC portal in FY20.

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Key Takeaways

1. In accordance with Strategic Design 2.0, NAVFAC is creating an equitable and standardized way to promote employee development.
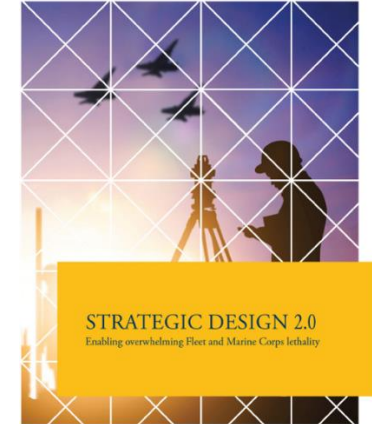
2. The development of competency-based roadmaps help employees meet their career aspirations.

3. NAVFAC is providing tools to transform its workforce development system and empowering employees to navigate their own career path.

Points of Contact

Contact your local BD17 for more information

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Thank You!

BACK-UP

Naval Facilities Engineering Command

Engagement Sessions

- **East Coast & West Coast Sessions**

- **Objectives: That workshop participants…**
  - Develop awareness of the transformation of the WFD system and buy-in to the BD17 role as "training advocate."
  - Gain a working knowledge of the WFD Continuum, Strategy, and Change Management deliverables.
  - Demonstrate understanding and the ability to apply specified WFD tools.
  - Provide feedback on key aspects of WFD transformation.

- **Key topics included:**
  - The Community Management Framework (Continuum, 70/20/10)
  - The Competency Assessment
  - Leadership Programs
  - The Centralized Funding Model

Supporting Instructions/Guidance

- Applicable Instructions Being Drafted or Currently Routing:
  - Leadership Development Program (and Handbook) – Routing
  - Community Management Framework – Signed
    - Community Management Plan (Section IV) Template
      - Approved for Release with Signed Framework Instruction
  - Overarching SYSCOM Leadership Programs – Drafted
  - Continued Service Agreement – Drafted
  - New Employee Orientation – Routing

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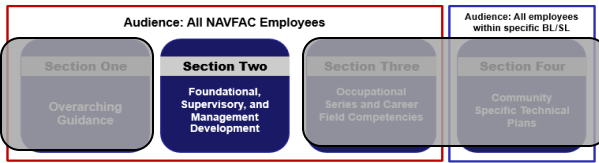
Foundational Competency Group

NAVFAC Critical Competencies by Group	
Foundational	1. Accountability
	2. Initiative
	3. Resilience
	4. Integrity
	5. Interpersonal Skills
	6. Communicating for Results
	7. Problem Solving
	8. Continual Learning
	9. Service Motivation

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Supervisory Competency Group
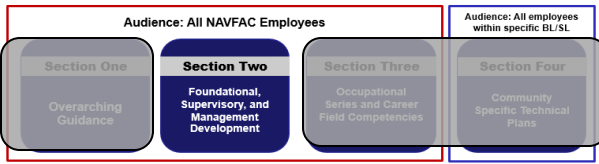
NAVFAC Critical Competencies by Group	
Supervisory	10. Building Diverse Teams
	11. Developing Others
	12. Conflict Management
	13. Decisiveness
	14. Evidence-Based Decision Making

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Management Competency Group
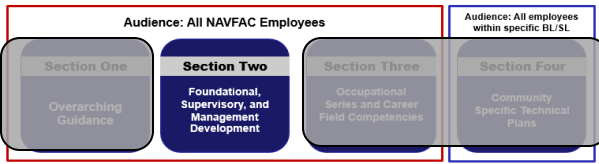
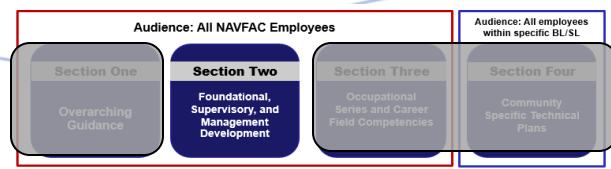| NAVFAC Critical Competencies by Group	
Management	15. Strategic Thinking
	16. Influencing & Negotiating
	17. Project & Program Management
	18. Human Capital Management
	19. Financial Management
	20. Technology & Data Management

NAVFAC Competency Alignment

DoD/DON/OPM Competencies		Foundational Competencies	Supervisory Competencies	Management Competencies
Flexibility	Entry	Resiliency		
Toughness/Resiliency	Entry			
Continual Learning	Entry	x		
Service Motivation	Entry	x		
Computer Literacy	Entry			
Integrity	Entry	x		
Customer Service	Entry			
Problem Solving	Entry	x		
Technical Credibility	Entry			
Interpersonal Skills	Entry	x		
Oral Communication	Entry	Communicating for Results		
Written Communication and Mission Orientation	Entry			
Team Building	Journeyman		Building Diverse Teams	
Leveraging Diversity	Journeyman			
Accountability	Journeyman	x		
Decisiveness	Journeyman		x	
Influencing & Negotiating	Journeyman			x
Human Capital Management	Journeyman			x
Conflict Management	Journeyman		x	
Developing Others	Journeyman		x	
DoD Corporate Perspective	Journeyman			
National Security Foundation	Journeyman			
Technology [& Data] Management	Expert			x
Financial Management	Expert			x
Creativity and Innovation	Expert			
Partnering	Expert			
Entrepreneurship	Expert	Initiative		
National Defense Integration	Expert			
National Security Environment	Expert			
Vision	Senior Executive			
External Awareness	Senior Executive			
Strategic Thinking	Senior Executive			x
Political Savvy	Senior Executive			
Global Perspective	Senior Executive			
National Security Strategy	Senior Executive			
ECQs	Senior Executive			
Budget Basics	Business Competencies			
HR Basics	Business Competencies			
Contracting Basics	Business Competencies			
Project Management	Business Competencies			Project & Program Management
Program Management	Business Competencies			
Continuous Process Improvement	Business Competencies			
Data Analytics	Business Competencies		Evidence-based Decision Making	

- Informed by lessons learned from industry research

- Includes top 20 most- essential core competencies in NAVFAC Continuum

- Aligned against relevant government competency frameworks

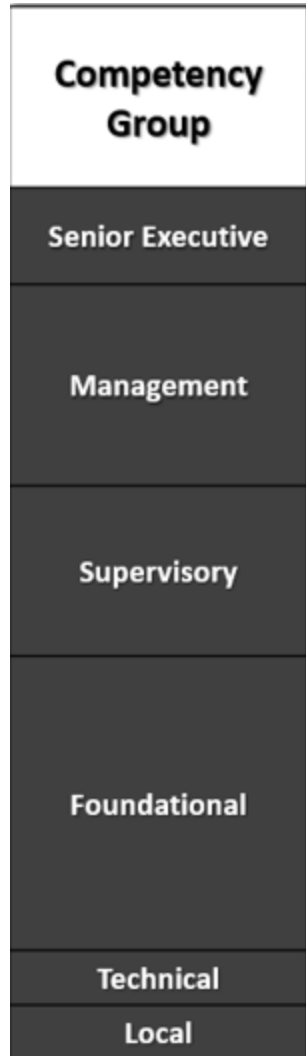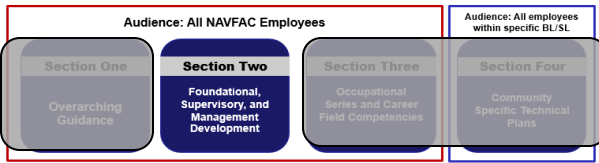- Combines six DoD/OPM competencies into three NAVFAC competencies

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Career Segments

Career Segments			
Lead Self Entry GS1-GS10, WT, WG1-WG7	**Lead Team / Projects / People** Journeyman GS11-GS12, WG8-WG10, WD, WL	**Lead Organizations / Programs** Expert GS13-GS15, WG11-WG16, WS	**Lead the Institution** Executive SES, SL, ST

Four Career Segments:

1. Entry Level: GS-1 to GS-10; WT; WG1 to WG7 (~13% of NAVFAC workforce)

2. Journeyman: GS-11 to GS-12; WG8 to WG10; WD; WL (~59% of NAVFAC workforce)

3. Expert: GS-13 to GS-15; WG11 to WG16; WS (~28% of NAVFAC workforce)

4. Executive: SES level (~.1% of NAVFAC workforce)

Career Segments demonstrate how competencies and proficiency in those competencies are developed over time – from learning to lead yourself to learning to lead institutions.

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Competency Groups

Competency Group

- Senior Executive
- Management
- Supervisory
- Foundational
- Technical
- Local

Senior Executive
- Encompasses the overarching abilities of leaders to drive results through others
- The ability to think strategically and make decisions that are best for the organization

Management (6)
- Unique and critical responsibilities for controlling key business aspects of an operation, whether financial, people, processes, technology, or otherwise
- Continues to build on supervisory competencies

Supervisory (5)
- The early leadership competencies supervisors need to coach, advise, and engage employees on a one-to-one and team basis
- Competencies that inspire performance throughout their team

Foundational (9)
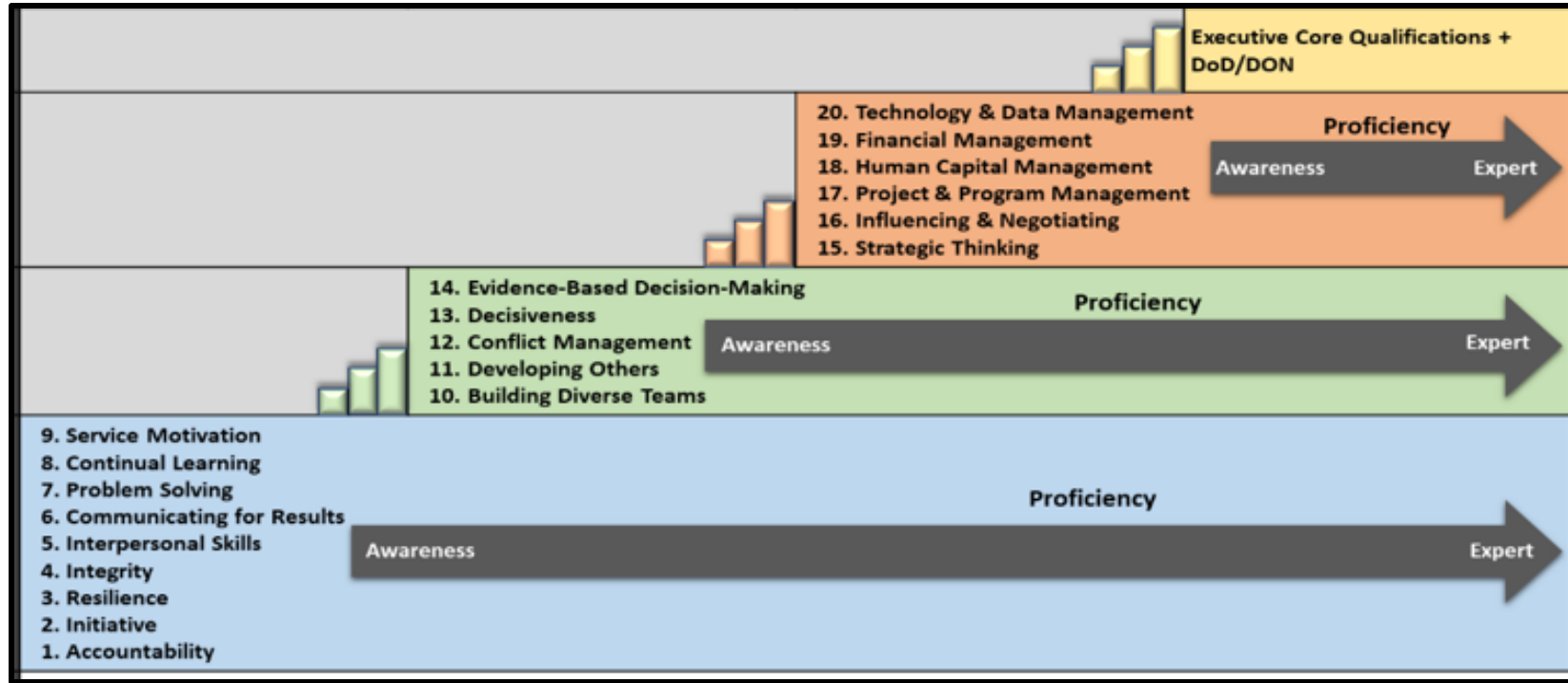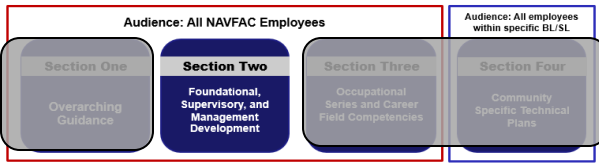- Competencies most relevant to all work performed and reflect the core values of NAVFAC

Technical
- As determined by Navy Occupational and Career Fields, ICW NAVFAC BL/SL SMEs

Local
- Geographic-based requirements determined by the local Command

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Competencies

Competencies identified by competency group:

- 20 enterprise-wide non-technical competencies identified.

- Derived from the OPM and/or DON competency frameworks.

- Selection based on which competencies are most essential to achieving NAVFAC's mission and career growth opportunities for employees.
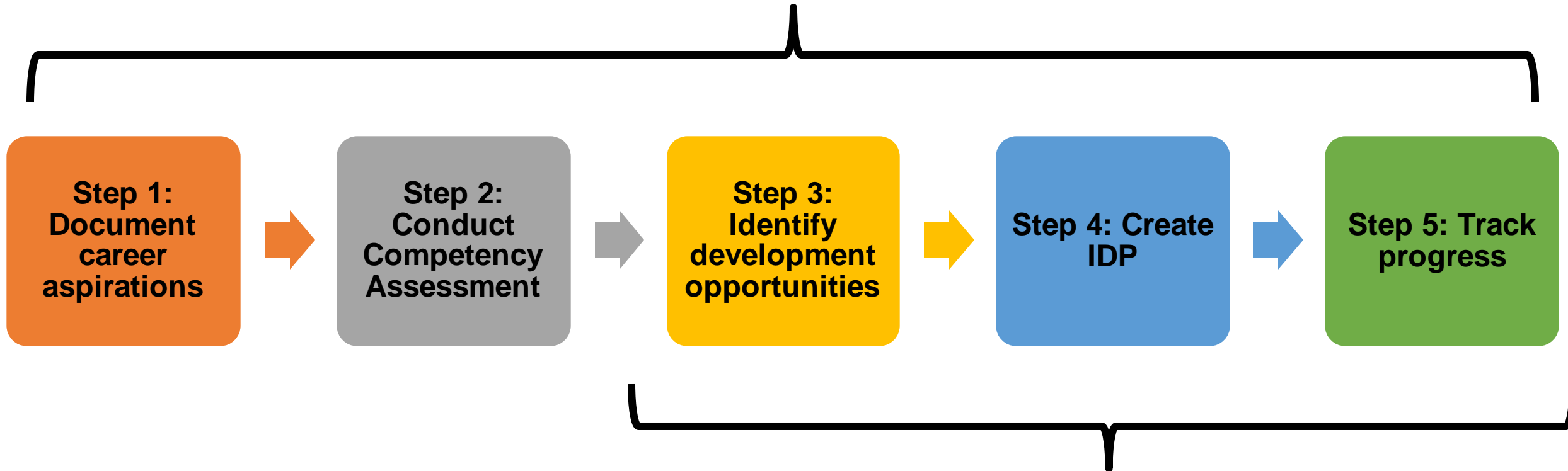
How does the CMF and Continuum Promote Career Development?

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Building a Competency-Based Career Roadmap

With support from supervisor, mentors, and peers...

Step 1: Document career aspirations → **Step 2: Conduct Competency Assessment** → **Step 3: Identify development opportunities** → **Step 4: Create IDP** → **Step 5: Track progress**

In close coordination with supervisor…

Audience: All NAVFAC Employees

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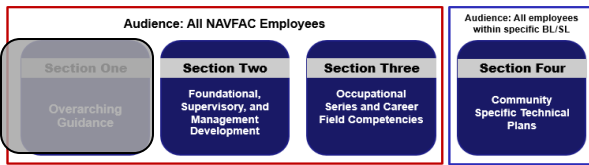# Step 1: Define and Document Career Aspirations

Example

Near-term Goal: Be considered an effective communicator, influential strategist and proven expert in my field by my direct reports, peers, and senior leaders.

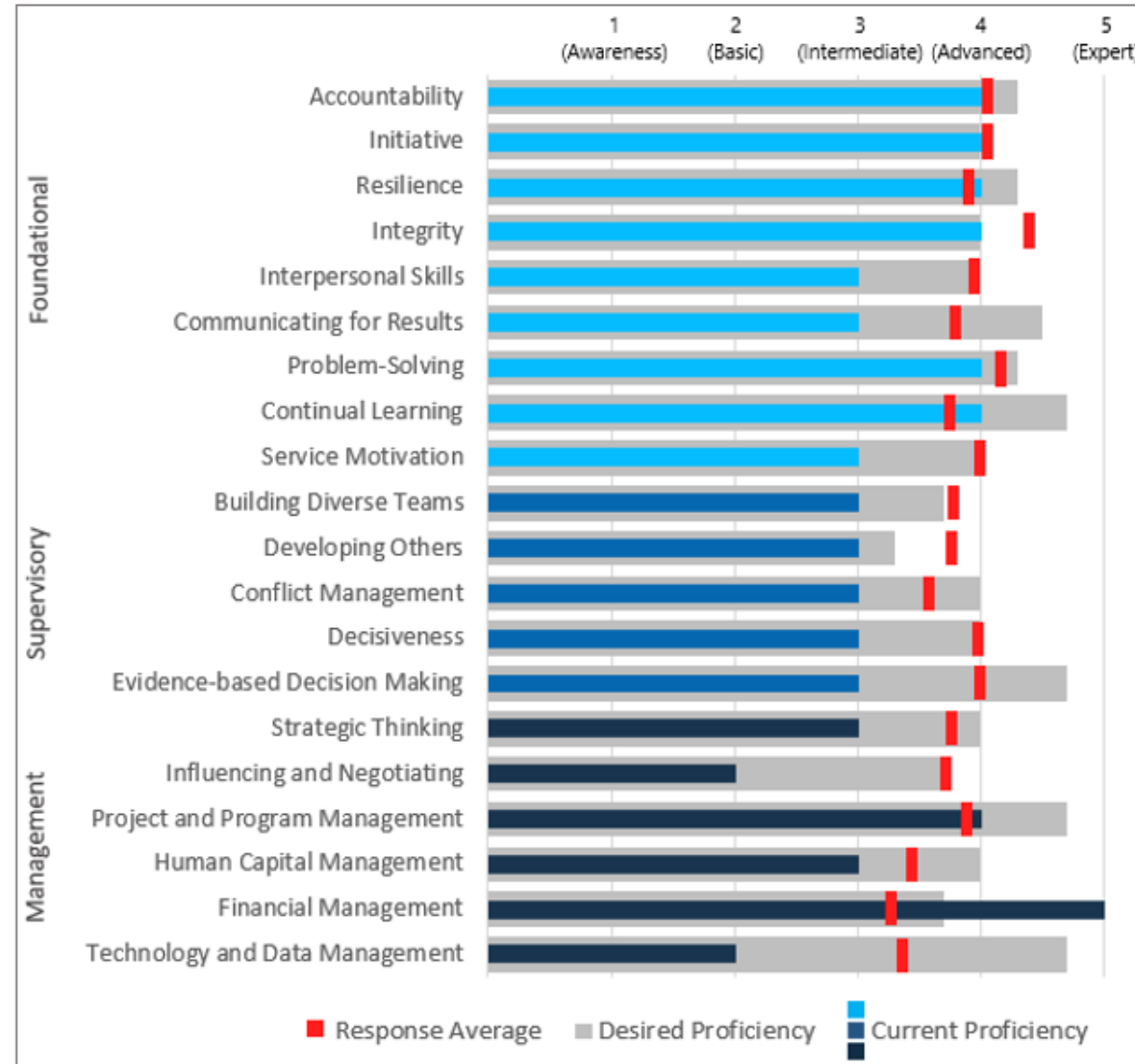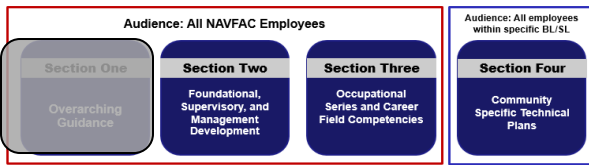Long-term Goal: Be a respected change leader at NAVFAC.

NAVFAC Employee Competency Assessment: Individual Report

Top Area of Strength:
Financial Management

Top Area of Growth:
Technology and Data Management

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Step 3: Identify Development Opportunities
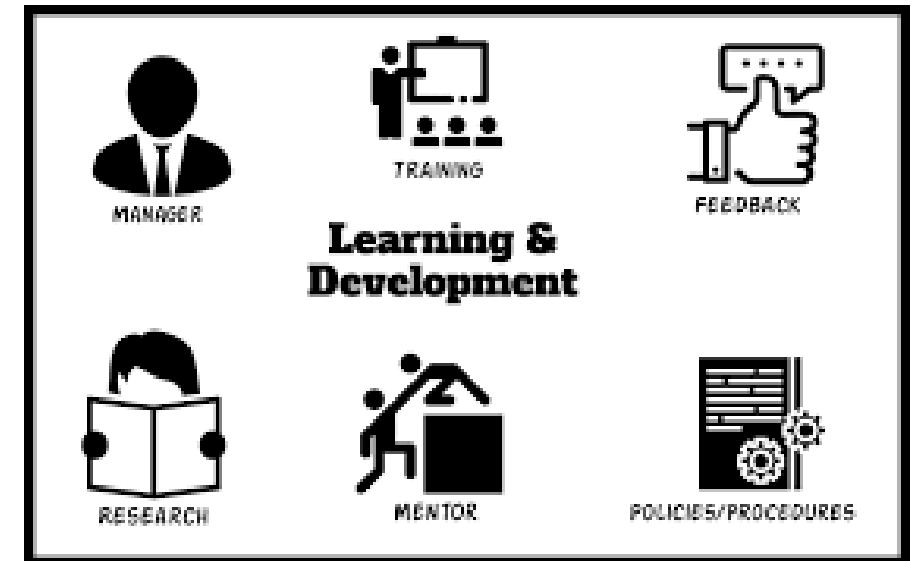
Identify Development Objectives:

- Increase proficiency (level 2 to level 3) in Influencing and Negotiating
- Focus learning and development on activities related to effective communication

Determine Individual Learning Preferences:

- Apply tools and techniques learned in workshops to my work
- Brainstorm ideas with peers and mentor

Find WFD Resources:

- NFI Course Catalog
- NAVFAC Development Catalog
- Supervisor and/or mentor
- BD17 Civilian Training Advocate

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Step 4: Create Competency-based IDP

First Name	Hilary		Last Name	McDonald
Position Title	BD17 Director		Series / Grade	██████████████
Command	HQ		Location	Washington, DC
Phone			Email	hilary.l.owsley@navy.mil

Workforce Development Requirements			
Competency	**WFD Type**	**Description**	**End Date**
Influencing & Negotiating Tech. & Data Mgmt.	Experiential	Co-chair working group that explores ideas and makes recommendations related to L&D technology platforms.	Q4 FY20
Financial Mgmt.	Social	Mentor new BD17 employees on Financial Mgmt. policies and procedures.	Ongoing
Developing Others Building Diverse Teams	Experiential	Hold quarterly career conversations with team; know strengths and growth areas of all direct reports; leverage team strengths to improve efficiency and effectiveness; guide IDP development and learning transfer.	Ongoing
Communicating for Results	Social/	Join a local Toastmasters group to become a more effective and influential speaker.	Q1
	Formal	Take a course on data visualization.	Q2

Section One — Overarching Guidance

Audience: All NAVFAC Employees
- Section Two — Foundational, Supervisory, and Management Development
- Section Three — Occupational Series and Career Field Competencies

Audience: All employees within specific BL/SL
- Section Four — Community Specific Technical Plans

Group	Competency	Current	FY20	FY21	FY22
Foundational	Accountability	4	4	4	5
	Initiative	4	4	4	4
	Resilience	4	4	3	4
	Integrity	4	4	4	4
	Interpersonal Skills	3	3	3	4
	Communicating for Results	3	3	3	4
	Problem Solving	4	3	4	4
	Continual Learning	4	5	5	5
	Service Motivation	3	4	4	4
Supervisory	Building Diverse Teams	3	4	4	4
	Developing Others	3	4	5	5
	Conflict Management	3	2	3	3
	Decisiveness	3	3	3	4
	Evidence-Based Decision Making	3	4	4	4
Management	Strategic Thinking	3	4	3	4
	Influencing & Negotiating	2	2	3	3
	Project & Program Management	4	4	3	4
	Human Capital Management	3	3	4	4
	Financial Management	5	5	5	5
	Technology & Data Management	2	3	4	4

Accountability Tactics

- Report/document all WFD activities

- Quarterly check-ins with supervisor

- Bi-weekly walks with coach and/or mentor

- Log times when I have to effectively communicate with senior leadership and/or groups; highlight lessons learned, successes, and continued challenges; reflect.

- Ask for focused feedback on my contribution/participation on working group

- Conduct 360 evaluation to measure progress

Audience: All NAVFAC Employees

Audience: All employees within specific BL/SL

Section One

Overarching Guidance

Section Two

Foundational, Supervisory, and Management Development

Section Three

Occupational Series and Career Field Competencies

Section Four

Community Specific Technical Plans

The 5-Steps Also Apply to WG Employees

With support from supervisor, mentors, and peers...
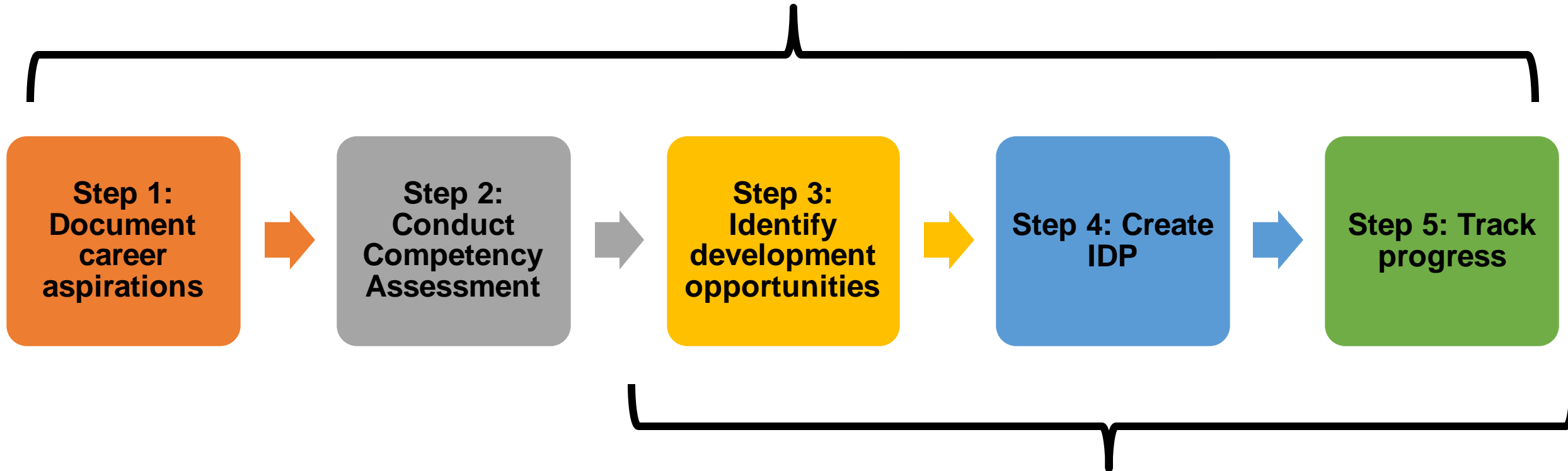
Step 1: Document career aspirations

Step 2: Conduct Competency Assessment

Step 3: Identify development opportunities

Step 4: Create IDP

Step 5: Track progress

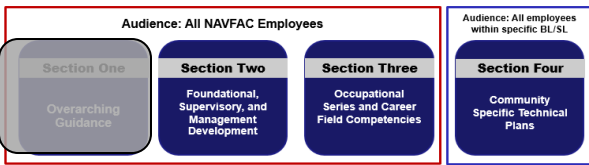In close coordination with supervisor…

Example

Near-term Goal: First-year WG leader who desires to be more effective in leading their team through difficult and high-risk situations.

Long-term Goal: Increase leadership responsibilities as a wage leader and become WG Supervisor.

Audience: All NAVFAC Employees

Audience: All employees within specific BL/SL

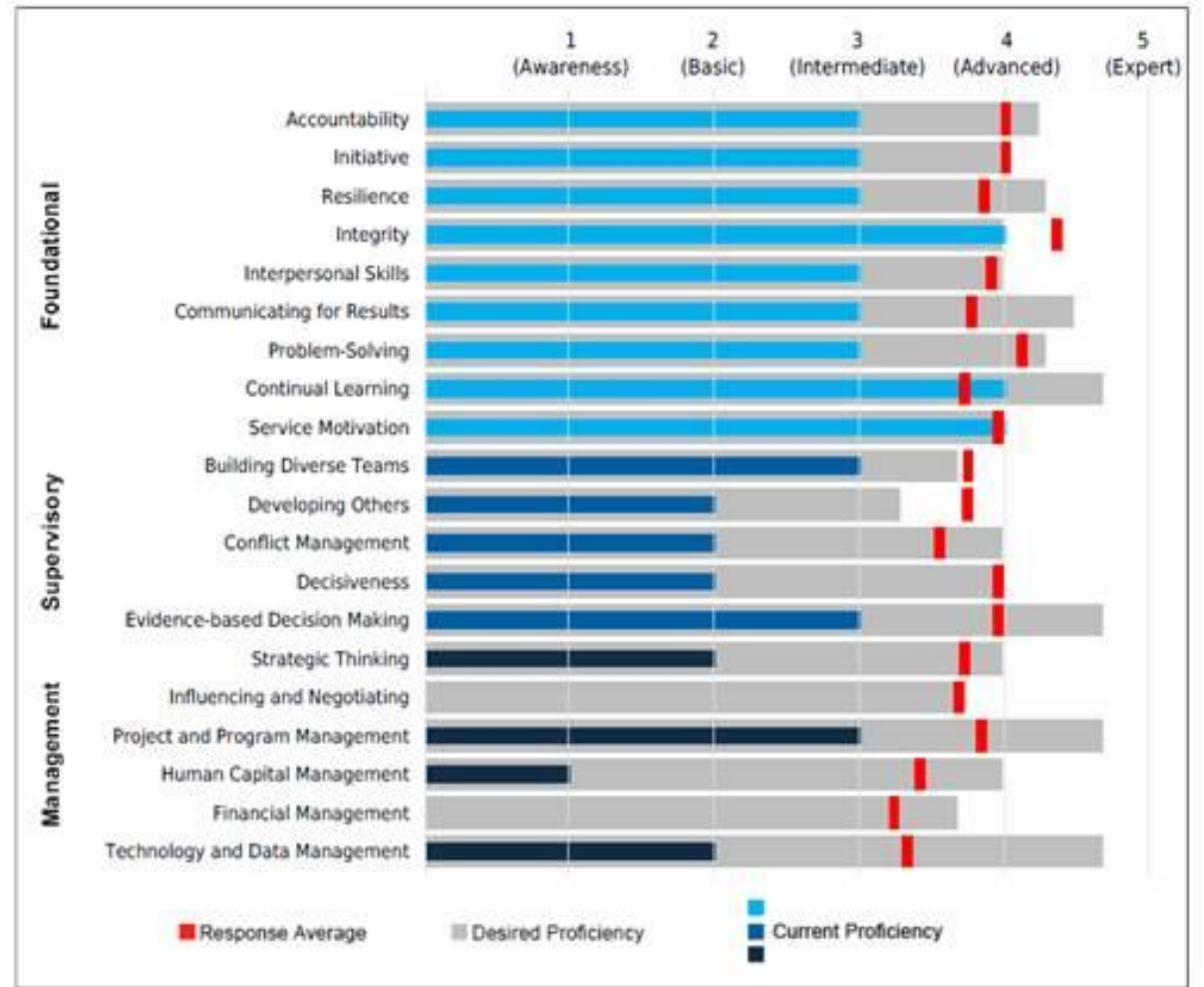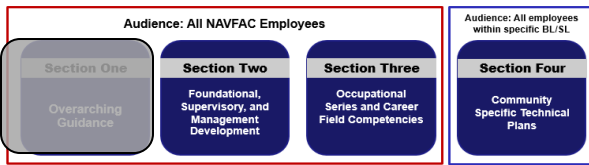| Section One | Section Two | Section Three | Section Four |
| Overarching Guidance | Foundational, Supervisory, and Management Development | Occupational Series and Career Field Competencies | Community Specific Technical Plans |

Step 2: Conduct a Competency Assessment

NAVFAC Employee Competency Assessment: Individual Report

Top Area of Strength:
Continual Learning

Top Area of Growth:
Decisiveness

Audience: All NAVFAC Employees

Audience: All employees within specific BL/SL

Section One	Section Two	Section Three	Section Four
Overarching Guidance	Foundational, Supervisory, and Management Development	Occupational Series and Career Field Competencies	Community Specific Technical Plans

Step 3: Identify Development Opportunities

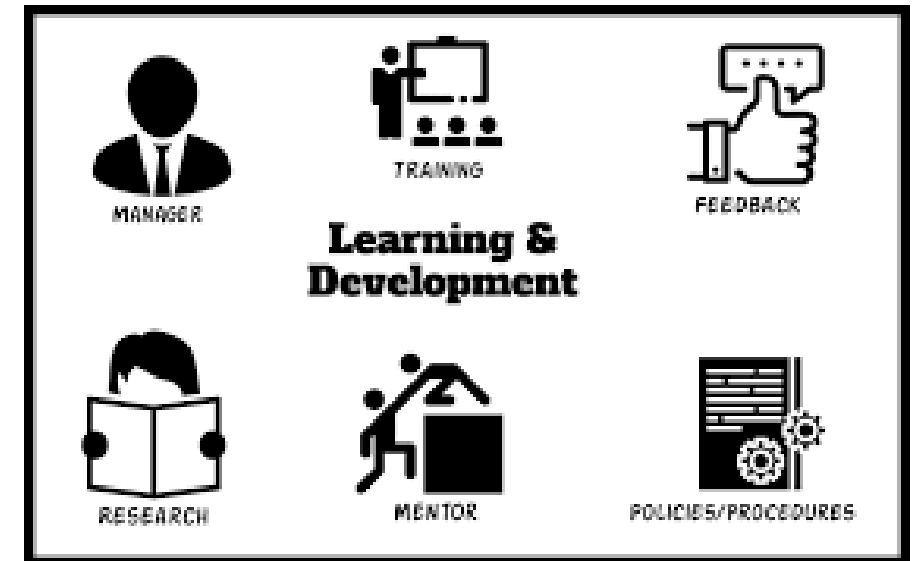**Identify Development Objectives:**

- Increase proficiency (level 2 to level 3) in Decisiveness
- Focus learning and development on activities related to making decisions in ambiguous or risky circumstances

Determine Individual Learning Preferences:

- Work 1:1 with a mentor and supervisor
- Observing others on the job
- Reading

Find WFD Resources:

- NAVFAC Development Catalog
- Supervisor and/or mentor
- BD17 Civilian Training Advocate
- NFI Course Catalog

Audience: All NAVFAC Employees

Section One	Section Two	Section Three	Section Four
Overarching Guidance	Foundational, Supervisory, and Management Development	Occupational Series and Career Field Competencies	Community Specific Technical Plans

Audience: All employees within specific BL/SL

Step 4: Create Competency-based IDP

First Name	Joe	Last Name	Smith
Position Title	Supervisor, High Voltage Electrician	Series / Grade	███████████
Command	PAC	Location	
Phone		Email	

Workforce Development Requirements

Competency	WFD Type	Description	End Date
Decisiveness	Social	Identify and work 1:1 with supervisor coach; discuss real-life case studies and get feedback; reflect and ask for guidance	Start Q2 FY20 Ongoing
Decisiveness	Formal	Find and read articles on tips and tools for becoming more decisive and practice using them on the job	Ongoing
Developing Others Building Diverse Teams	Experiential	Hold quarterly career conversations with team; know strengths and growth areas of all direct reports; leverage team strengths to improve efficiency and effectiveness; guide IDP development and learning transfer. 360 Feedback Assessment	Ongoing Q4 FY20
Conflict Management	Formal	Take a conflict management class – see NAVFAC Development Catalog or consult local BD17 for recommendation	Q3 FY20

Audience: All NAVFAC Employees
Audience: All employees within specific BL/SL

| Section One | Section Two | Section Three | Section Four |
| Overarching Guidance | Foundational, Supervisory, and Management Development | Occupational Series and Career Field Competencies | Community Specific Technical Plans |

Step 5: Track Progress

Group	Competency	Current	FY20	FY21	FY22
Foundational	Accountability	3	3	3	4
Foundational	Initiative	3	3	3	4
Foundational	Resilience	3	3	3	4
Foundational	Integrity	4	4	4	4
Foundational	Interpersonal Skills	3	3	3	4
Foundational	Communicating for Results	3	3	4	4
Foundational	Problem Solving	3	3	4	4
Foundational	Continual Learning	4	4	4	5
Foundational	Service Motivation	4	4	4	4
Supervisory	Building Diverse Teams	3	3	4	4
Supervisory	Developing Others	2	3	3	4
Supervisory	Conflict Management	2	3	3	4
Supervisory	Decisiveness	3	3	4	4
Supervisory	Evidence-Based Decision Making	2	3	4	4
Management	Strategic Thinking	3	3	3	3
Management	Influencing & Negotiating	NA	NA	NA	NA
Management	Project & Program Management	3	3	3	3
Management	Human Capital Management	1	1	2	2
Management	Financial Management	NA	NA	NA	NA
Management	Technology & Data Management	2	2	2	2

Accountability Tactics

- Report/document all WFD activities

- Quarterly check-ins with supervisor

- Bi-weekly meetings with supervisor coach

- Write down when I have effectively been decisive; highlight lessons learned, successes, and continued challenges; reflect

- Ask for focused feedback on progress

- Conduct 360 evaluation to measure progress